

**Date:** 28 June 2023

**Item:** Purpose and Branding

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## **This paper will be considered in public**

### **1 Summary**

- 1.1 On 20 March 2023, the Committee was updated on the progress TTL Properties Limited (TTLP) had made to develop its brand and identity in line with the purpose and principles established at previous committee meetings in 2022. Members took part in a workshop to help develop the brand strategy.
- 1.2 The work on branding has progressed and this paper provides an update on that activity.

### **2 Recommendation**

- 2.1 **The Committee is asked to note the paper.**

### **3 Programme Background**

- 3.1 The need to create a distinct name and external presence for TTLP was established last year. Over the past two months, interviews and workshops have taken place to determine how closely aligned the new company brand should be to TfL and the Greater London Authority (GLA).
- 3.2 The core team running the programme includes members of the TTLP Communications team and representatives from TfL's central Customer and Insights team, supported directly by the TfL Head of Design.
- 3.3 The workstream has two significant components. The first is to develop a new name for TTLP, and the second is to develop the brand and visual guidelines before launching the brand in September 2023.
- 3.4 In late 2022, the team carried out internal and external workshops, and market research that included focus groups with Londoners, existing TTLP small business customers and potential prospective businesses that we would like to attract to the estate. Workshops also took place involving all staff within TTLP.
- 3.5 A consistent theme emerged from the research to date. The existing TfL brand is widely recognised and valued, and it was recommended that TTLP reflect and celebrate its association with TfL.

- 3.6 We carried out some further work on the name, including sessions with Committee members in March 2023, that led to the decision that an endorsement line should be included. The endorsement line would include the roundel and 'The TfL Property Company'.
- 3.7 In total, over 200 company names were considered. The final shortlist of six names was informed by the brand strategy and positioning work, and an assessment of potential risk of legal challenge. Further testing with Londoners was carried out on the shortlist, along with more detailed engagement with TfL's Executive Committee and the GLA.
- 3.8 A name has been provisionally identified but this will only be publicly revealed when the new brand has been socialised. The proposed name is a call to action, creating a clear link to our purpose to create thriving places for the good of London. It also maintains close links to the parent company name of Transport for London.

## **4 Brand Strategy**

- 4.1 Interviews and workshops have taken place with TTLP teams, TfL's Executive Committee and GLA colleagues to inform the brand position. The core finding has been that TfL provides TTLP with credibility and therefore the brand should have some close alignment, while also creating a distinct identity.
- 4.2 Key messages that the brand should reflect include:
- (a) TTLP is here to raise money to reinvest in London's transport and in doing so, meet London's wider needs, including affordable housing, workspace and decarbonisation;
  - (b) as an organisation TTLP is both public-spirited and sustainable, and ambitious and commercial;
  - (c) core values are agile partnerships, diversity and inclusion and local sensitivity; and
  - (d) defining characteristics are scale, proximity to transport, a company that both develops and manages property, and that takes the role of a long-term steward.
- 4.3 This brand positioning provides the scaffolding to help guide decisions when building the brand out. The next phase of work is now underway to develop the brand values, personality and tone of voice.

## **Visual Identity**

- 4.4 Three different visual concepts were prepared. Each of these included the endorsement of the TfL Roundel with “The TfL Property Company” and offered three different identities.
- 4.5 Design refinement has taken place, and all three options presented to stakeholders across TfL and the GLA. At this stage it was agreed that, rather than progress further, it would be preferable to take the opportunity over the summer to agree the detailed relationship between the new TTLP brand and both the TfL Roundel and the Mayor of London’s wordmark.
- 4.6 Once the interface with TfL and the Mayor and GLA is agreed, the brand will be launched to the industry in autumn.
- 4.7 In the interim, further work is taking place to refine the design, including colour palette, typeface, and visual guidelines.
- 4.8 The work underway on visual identity is considering findings from a competitor audit. This audit looked across the category types in real estate, including ‘Great Estates’, property developers, landowners, asset managers and other public bodies. The visual identities were assessed based on logo type, logo style and feel of the identity. Colours used by competitors were also mapped.
- 4.9 A full suite of brand guidelines and branded documents is now being developed.

## **5 Launch and Activation**

- 5.1 While the brand design process continues, we are also working on a phased launch and implementation plan. This will include the development of a new website and social media channels as well as collateral and content to support launch events and media activities.
- 5.2 It will take a while to fully transition all assets into the new brand design, so a prioritisation plan is being worked on alongside ongoing marketing and public relations plans to support development schemes, the retail and arch estates, and recruitment. This will allow us platforms to continuously promote TTLP services and help to embed the new brand.
- 5.3 Marketing plans will be drawn up annual thereafter and we will continue to monitor brand awareness and reputational trackers to refine and adapt plans as needed.

### **List of appendices to this report:**

None

### **List of Background Papers:**

23 March 2023 Committee paper

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